

AL. 1. 1198

*Handwritten signature*



# REGIONAL DEVELOPMENT PROGRAM

1978 - 79

**Alberta**

BUSINESS DEVELOPMENT  
AND TOURISM



CANADIANA  
SEP 21 1978

REGIONAL DEVELOPMENT PROGRAM  
FOR RURAL-URBAN ECONOMIC DEVELOPMENT - 1978-79

Department of  
Business Development and Tourism  
Regional Development Branch

REGIONAL DEVELOPMENT PROGRAM

FOR RURAL-URBAN ECONOMIC DEVELOPMENT - 1978-79

Department of  
Business Development and Tourism  
Regional Development Branch

- To achieve these goals several strategies are being employed.
1. Rural/Urban Economic Development
  2. Small Business Assistance
  3. Industrial and Commercial Development
  4. Coordination of Opportunities and Government Services
  5. Unique Projects





REGIONAL DEVELOPMENT PROGRAM  
FOR RURAL-URBAN ECONOMIC DEVELOPMENT - 1978-79

Department of  
Business Development and Tourism  
Regional Development Branch

The objective of the Regional Development Program is to enhance economic development throughout Alberta by ensuring that communities are prepared for development and identifying business opportunities which are compatible with the resources within each region. The program places emphasis on the improvement of the economy of villages, towns, and cities in rural Alberta and:

- Is providing an opportunity for Albertans to participate in the economic development of their community and province.
- Is resulting in more and better jobs and in so doing, is giving Albertans a broader opportunity to earn a good living in smaller communities.
- Is assisting in the elimination of population and economic erosion in rural areas.
- Is helping communities to help themselves in providing an improved quality of life.
- Is working towards an improved economic balance between rural and metropolitan communities.

To achieve these goals several strategies are being employed:

1. Rural/Urban Economic Development
2. Small Business Assistance
3. Industrial and Commercial Development
4. Communication of Opportunities and Government Services
5. Unique Projects





- I. The 'key result' area for providing breadth to our economic base is in growth stimulation. We make available economic planning and development expertise to all interested communities in the preparation and implementation of their own balanced economic development programs compatible with their economic and social resources. This strategy we call: RURAL/URBAN ECONOMIC DEVELOPMENT.

The prime focus is to activate communities in self-help programs directed towards the expansion of existing industry and commerce and the attraction of new industry and commerce.

Our tactics are to assist the communities in the following manner:

1. The basic working tool in each centre is an economic development committee comprised of representatives from the town council and the business community.
2. This committee firmly determines in each community, the direction in which its residents want to grow.
3. The committee, working with our economic development representative, completes an economic base assessment of the area. This is carried out as a co-operative effort among the communities themselves, our department, the Provincial Planning Branch, and the Regional Planning Commissions.
4. From the economic base study, we then list by priority an inventory of those items on which the community should take action; this inventory should identify components of the physical or social infrastructure which must be improved. (i.e. water or sewer expansions, industrial land, etc.) Business opportunities are also outlined. These may be very basic things such as the need for a plumber or drug store or very sophisticated ventures such as a





manufacturing potential. Many communities, as a result of this process, have been able to realistically identify significant opportunities for primary or secondary development based on the resources which are found locally. All such potential activities are placed on a prospect list for that community.

5. The final action plan for each individual community should be adopted officially by the Town or City Council. In this way the communities can follow a guideline to do those things necessary to stimulate their own economic situation. This is not to imply that the plans are cast in stone. They should be constantly revised as time changes and objectives are achieved or set aside.
6. The committee then works towards the realization of the goals identified in the plan. This may include pulling together local resources to invest in needed facilities or prospecting for investors for identified opportunities. To achieve its objectives, the committee must maintain an aggressive posture.
7. In some instances, communities will identify areas of improvement which relate directly to government. The type and source of government assistance required to achieve the community objectives will be identified and brought to the attention of the appropriate agency. For example, these could be: loans from A.O.C., DREE grants, assistance for industrial land, or airport assistance.
8. We actively encourage the development of the specific opportunities identified by bringing these to the attention of potential investors, businessmen, or professional people.

Digitized by the Internet Archive  
in 2016



Economic Development Representative offering presentation to Economic Development Committee



Economic Development Committee at work





## Involved Communities

Any town which wishes to participate in the program is encouraged to do so. Each must be prepared to extend efforts in the development of their own economy.

The following communities have been involved or are becoming involved in this program:

### REGION #1

Bow Island  
Brooks  
Foremost  
Irvine  
Medicine Hat  
Milk River  
Oyen  
Redcliff  
Taber  
Tilley  
Vauxhall

### REGION #2

Cardston  
Claresholm  
Coaldale  
Fort Macleod  
Lethbridge  
Magrath  
Nanton  
Picture Butte  
Pincher Creek  
Raymond  
Vulcan

### REGION #3

Airdrie	Hanna
Bassano	High River
Black Diamond	Okotoks
Canmore	Strathmore
Cochrane	Three Hills
Drumheller	Trochu

### REGION #4

Blackfalds  
Bowden  
Carstairs  
Didsbury  
Innisfail  
Lacombe  
Olds  
Ponoka  
Red Deer  
Rimbey  
Rocky Mountain House  
Sundry  
Sylvan Lake  
Wetaskiwin

### REGION #5

Bashaw  
Camrose  
Castor  
Consort  
Coronation  
Daysland  
Forestburg  
Hardisty  
Irma  
Killam  
Provost  
Ryley  
Sedgewick  
Stettler  
Tofield  
Viking  
Wainwright





Involved Communities (continued)

REGION #6

Bonnyville  
Cold Lake  
Elk Point  
Grand Centre  
Lloydminster  
St. Paul  
Smoky Lake  
Two Hills  
Vegreville  
Vermilion

REGION #7

Athabasca  
Barrhead  
Calmar  
Devon  
Fort Saskatchewan  
Leduc  
Redwater  
St. Albert  
Spruce Grove  
Stony Plain  
Westlock

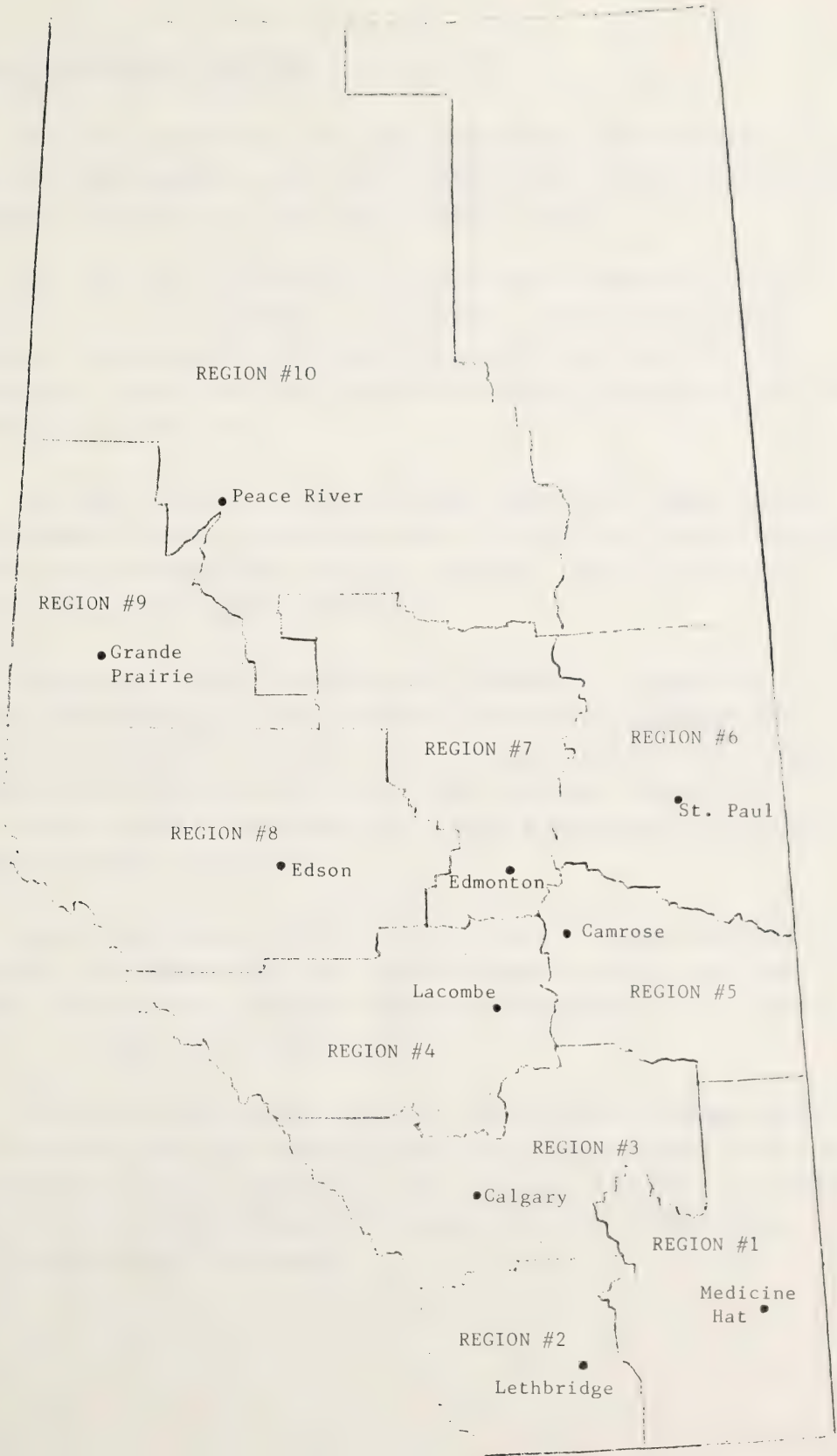
REGION #8

Edson  
Drayton Valley  
Grande Cache  
Hinton  
Mayerthorpe  
Whitecourt  
Wildwood/Pembina area (which includes  
Peers, Niton, Evansburg & Entwistle)

REGION #9 and #10

Beaverlodge	Sexsmith
Fairview	Spirit River
Grande Prairie	Valleyview
Grimshaw	
High Level	
High Prairie	
Hythe	
Manning	
McLennan	
Peace River	









## II. RURAL DEVELOPMENT PROJECTS

Smaller communities can also participate effectively in regional development. The rural development projects have been designed expressly to suit their special needs.

The strategy is relatively simple and is based on the concept that through joint co-operation, effective strides towards development in the smaller centres can be achieved. Of course, results are only possible through the efforts of the communities themselves.

In eight regions of the Province, groups of small towns have jointly formed an economic unit in order to co-operatively expand the economic base of their region. These units are called Rural Development Projects.

Rural Development Projects are financially supported by the communities involved and by the Province through the Regional Development Program. The funding enables the group to retain the services of a full-time economic development co-ordinator whose responsibility is to a board of directors representative of the region.

Rural Development Projects have taken a broad approach to economic development in that the programs in which they have become involved have ranged from the construction of a skating rink to working with a new industry.

The Rural Development Projects are a means through which the Province and small communities can co-operatively find ways to revitalize local economies. The Projects are able to obtain support from the Director of Projects in their discussions with business and government.





Current Rural Development Projects include the following:

REGIONAL RESOURCES PROJECT #1 (Sponsored by Municipal Affairs)

Acme	Rockyford
Bassano	Standard
Beiseker	Trochu
Carbon	Municipal District #48
Hussar	Improvement District #7

LAC LA BICHE REGIONAL ECONOMIC DEVELOPMENT COUNCIL

Beaver Lake Indian Band  
Caslan Metis Settlement  
Heart Lake Indian Band  
Improvement District #18  
Kikino Metis Settlement  
Lac La Biche Chamber of Commerce  
Town of Lac La Biche  
Village of Plamondon

CROWSNEST PASS DEVELOPMENT PROJECT

Bellevue  
Blairmore  
Coleman  
Frank  
Improvement District #5

RURAL DEVELOPMENT PROJECT #4 (MUNDARE)

Andrew	Holden	Ryley
Chauvin	Irma	Tofield
Chipman	Lamont	Willingdon
Edgerton	Mundare	



BUFFALO LAKE REGIONAL RESOURCES PROJECT

Alix	Edberg
Bashaw	Elnora
Big Valley	Ferintosh
Delburne	Mirror
Donalda	New Norway

NORTHWESTERN REGIONAL ECONOMIC DEVELOPMENT COUNCIL

Fort Vermilion  
High Level  
Improvement District #23  
La Crete  
Paddle Prairie Metis Settlement  
Rainbow Lake

LESSER SLAVE LAKE WEST REGIONAL ECONOMIC DEVELOPMENT BOARD

Big Prairie Metis Settlement  
Driftpile  
East Prairie Metis Settlement  
Gift Lake Metis Settlement  
Grouard  
High Prairie  
Improvement District #17  
Kinuso  
Sucker Creek

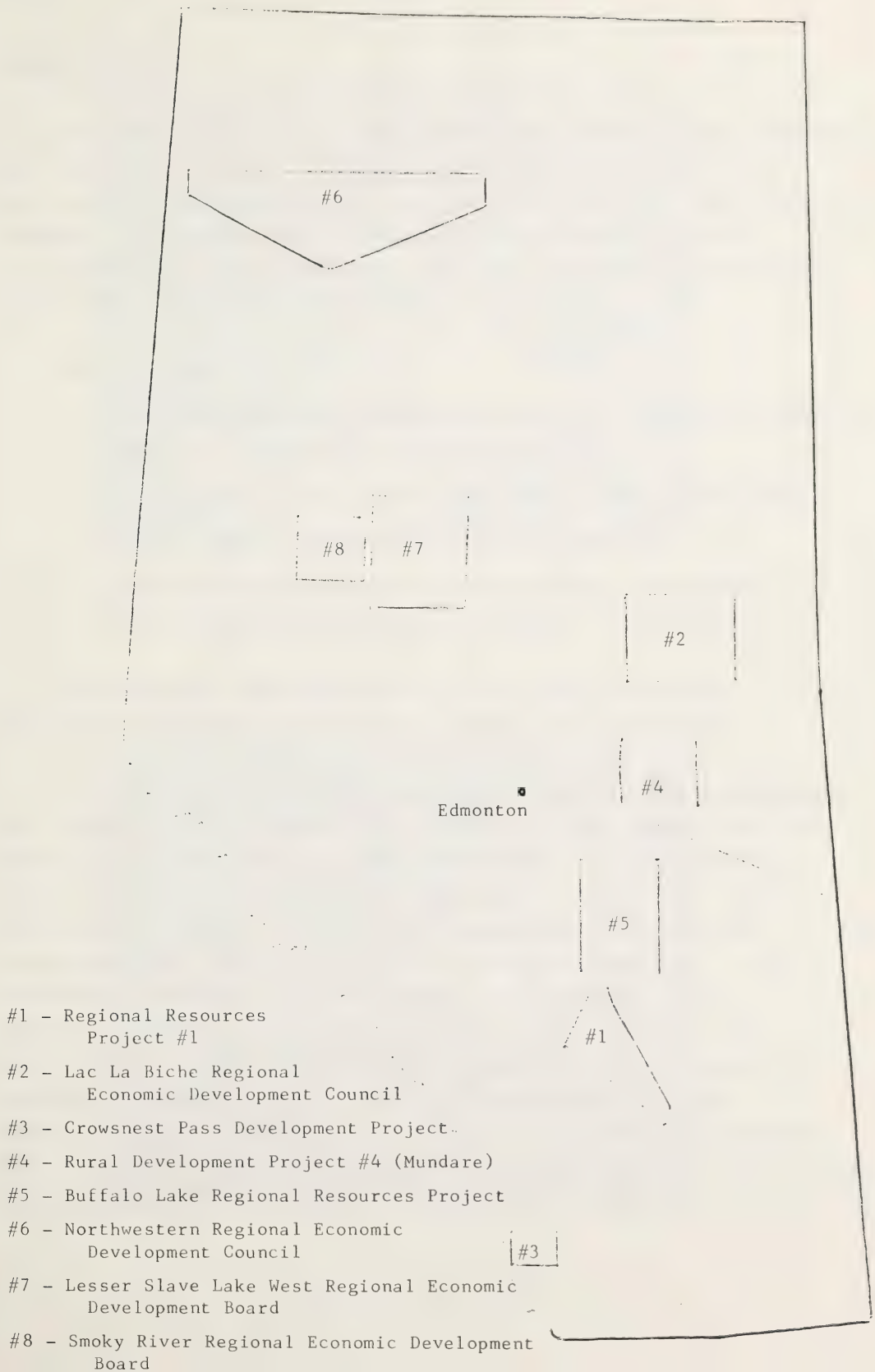
SMOKY RIVER REGIONAL ECONOMIC DEVELOPMENT BOARD

Donnelly  
Falher  
Girouxville  
McLennan  
Municipal District of Smoky River





# RURAL DEVELOPMENT PROJECTS





### III. SMALL BUSINESS

Of prime concern to rural Alberta has been the development and expansion of small business. To a great extent, small business has been, and still is, the life blood of the rural economy. To assist small business and to help with the introduction of new businesses, we have implemented a strategy called Small Business Development.

Our aims are to:

1. Provide business counselling to small businesses which may be experiencing difficulty;
2. Assist small businesses with their expansion plans;
3. Assist new businesses in getting started;
4. Develop new techniques by which small businesses throughout the Province can improve themselves.

The specific implementation of the small business assistance program is by way of a number of strategies.

In 1976, the Management Assistance Program was introduced on a pilot basis in Drumheller. This program, adapted to the Alberta situation from similar approaches in other provinces, offers the small businesses an opportunity to discuss their individual problems with business management specialists. A team of consultants, familiar with all aspects of business, are introduced through the local Chamber of Commerce to the business community in a specific town. The nature of the program is outlined and each businessman in the community is afforded an opportunity to receive assessments from the consultants for a nominal fee. Discussions with each employer take place on an individual basis on the premises of the business establishment. The Drumheller project was successful in that 75%







Small Business Counselling



Small Business Operation  
in Rural Alberta



Figure 1. A landscape with a large, dark, irregular shape in the center, possibly a rock or a large animal, and some smaller shapes around it.



Figure 2. A landscape with a large, dark, irregular shape in the center, possibly a rock or a large animal, and some smaller shapes around it.

of the participants indicated that they were able to improve the productivity of the business as a result of the counselling received.

The Management Assistance Program was introduced in four other communities during 1977 -- Peace River, St. Paul, Edson, and Innisfail. It is anticipated that the success of this approach will allow the program to remain as a permanent and integral components of regional development.

The small business sector employs business analysts under a Director of Small Business Development who are experts prepared to assist anyone with the start-up, expansion, or operational problems associated with a small enterprise. This service is provided as a supplement to the work which each economic development representative is able to perform for each business.

We are also producing a series of booklets on the subject of small business. Booklet number one, 'Starting a Business in Alberta', is off the press and available to the general public. Booklet number two, 'Financing a Small Business in Alberta', is also available.

Whatever business problem you may be experiencing, we can help through personal contact or through access to the necessary resources to get you on the right track.





#### IV. REGIONAL INDUSTRIAL AND COMMERCIAL DEVELOPMENT

We believe that rural Alberta offers many viable locations for industry. While it is not our intention to force development from the major centres, we are dedicated to the concept of encouraging companies to consider the potential of locating in a rural centre. To accomplish this task, we have implemented a Regional Industrial and Commercial Development strategy.

The approach of Business Development and Tourism is directed toward searching out business development opportunities and ensuring that the private sector is aware of these potentials. Opportunities are assessed through community inventories, commodity industry sector feasibility studies, industry inter-linkage studies and through contact with Alberta producers.

Regional Development's efforts in the field are two-fold. In the first place, the branch, in concert with the town, must ensure that the community is prepared to accommodate growth. In the second place, the rural location must be offered as a viable alternative to the investor.

One of the approaches, which has proven to be most effective in the former instance, has been discussed under Rural/Urban Development. However, our efforts to assist the communities go far beyond just working with the committee of each community.

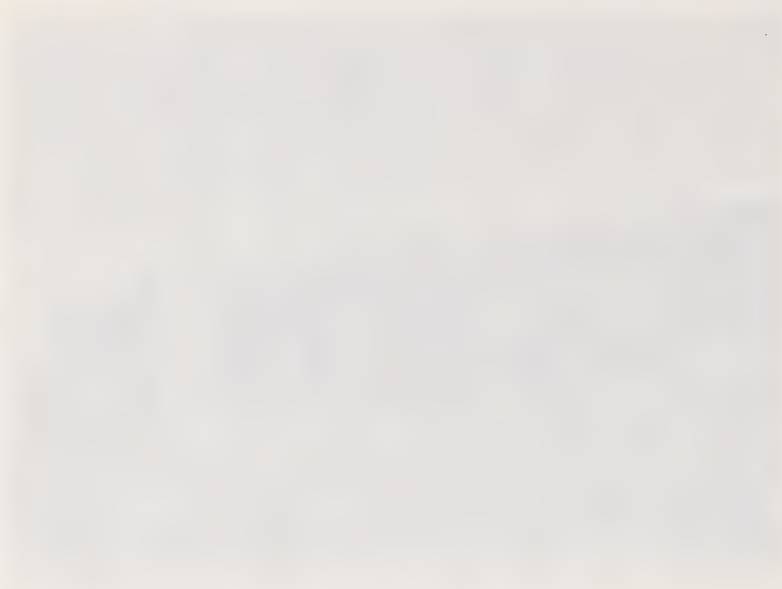
Using information acquired through working with the communities and with business, we have structured a list of the opportunities which are available in rural Alberta. This list outlines those investment opportunities which we believe have a good chance of being successful. The list is constantly being updated so that it remains current with the changing times.





New Business Construction







It is available for the perusal of anyone seriously interested in starting a business in Alberta.

Twice each year, the list is published in major newspapers as "Opportunities in Alberta's Towns." Response to this form of advertising has been terrific. We have been able to contact many people who are interested in starting a business and direct them towards the type of community in which they would most like to invest. As a result, a significant number of individuals have located firms in rural Alberta.

Through our opportunity inventory we are also attempting to identify those firms which might expand or locate to fill any gaps in the industrial/commercial areas in rural Alberta. Our representatives discuss expansion with firms which we believe could improve production. We also bring to the attention of applicable companies, those markets where commercial and industrial potential exists or where Alberta firms can produce goods currently being imported.



## V. REGIONAL DEVELOPMENT SUPPORTING ENTITIES

Our Regional Development Program is supported within the Department by a strong team of experts who offer backgrounds in almost every facet of business and industry. This group is available to assist business groups in start-up, site selection, securing material supply, domestic and export marketing and more.

The Industry Development Branch is staffed with individuals who are familiar with almost every industrial sector. They are willing to discuss, with interested investors, the facets which have to be examined before any industry is established and, in particular, ease the way of the investor into his business or expansion.

The Marketing Services Branch identifies both domestic and international markets for Alberta products and services. Information on Alberta companies and products is maintained on a current basis to match with sales opportunities. The Branch provides marketing counsel to small business and organizes marketing educational programs. A marketing development assistance program is administered by the Branch which is complementary to the Federal programs to assist in market surveys, trade shows and missions.

Our Trade Development Branch can put you in touch with international firms which may be interested in purchasing your product. The Branch is also available to help you participate in international trade shows which may help to increase the sales of your company.

Travel Alberta is involved in activities designed to improve the tourist economy of the Province. In addition to its promotional work, support of tourist zones and policy analysis,





Rural Alberta Main Street



Industry in Rural Alberta





the Division can assist individuals in developing businesses designed to serve the travelling public.

Our Research and Analysis Branch is engaged in examining components of the Alberta economy. Overviews can be developed in various industrial and business sectors; the Branch publishes most of the reports compiled for these areas. The branch is also involved in economic policy analysis.

The Northern Development Branch supports the Northern Alberta Development Council. This council, providing an additional voice from Northern residents to government, is composed of ten northern citizens and is chaired by the Minister of Business Development and Tourism. The Branch acts as a secretariat to the Council, working on specific projects or policy areas which may be of benefit to Northern residents.



## VI. COMMUNICATION OF OPPORTUNITIES TO GOVERNMENT SERVICES

Information on the Regional Development Program and departmental progress is primarily disseminated to rural Alberta through the Regional Development Program and Economic Development Representatives in each region. Such information must be given to the general public, Town Councils, Chambers of Commerce and other business associations, service clubs, students in school and above all the business community; to industrial and commercial firms we communicate industrial and commercial opportunities and the government services and facilities available which may be used to assist expansion and new developments. Communication must include:

- a. The discussion of the specific needs of the firm with key company officials.
- b. The dissemination of promotional materials.
- c. A description of related government services and facilities. Included in these outlines will be information on
  - Alberta Research Council
  - Alberta Opportunity Company
  - Department of Regional Economic Expansion
  - Federal Industry, Trade and Commerce Programs
- d. Information on industrial gaps and/or services which could be filled by a specific company.

### To Communities

We prepare and disseminate information to Chambers, municipal governments, service clubs, local development companies and individuals. Such information illustrates how economic development takes place, what government





assistance is available and how to take an active role. It is provided through:

- a. Promotional brochures and other written material for communities.
- b. Direct contact - public speaking
  - individual contact
  - audio/visual material
- c. Periodic seminar programs organized by the Economic Development Representatives in concert with communities throughout the Province.

#### To Local Important Contacts

Since communities tend to be led by a small number of aggressive persons, our program provides a communicating link to and from these individuals.

- Town Council
- Bank Managers
- Utility Managers
- Railroad Representatives
- Improvement District Committees
- Chambers of Commerce
- Commissioners
- Improvement District Officers
- Real Estate Firms, etc.
- District Agriculturist

This important contact is maintained through

- a. continuous personal contact between Economic Development Representatives and the individuals involved.
- b. printed material re: objectives, location of offices, names of Economic Development Representatives, and programs.



### Intra-Inter Government

It is important that we ensure that our government colleagues are familiar with the regional approach. In order that this goal may be achieved, we provide a co-ordination service to all associated sections within Business Development and Tourism and, as required, with other Departments of the government. This service enhances communication and avoids duplication and parallel efforts. We accomplish this by:

- a. providing an information booklet to government branches outlining objectives, programs, and officers' names and addresses.
- b. developing close personal contact with other branches and departments at both field and head office levels.
- c. maintaining contact with departments in other levels of government.



## VII. REGIONAL DEVELOPMENT ORGANIZATION

Through this regional program we have developed a presence in the local community that is resulting in our Economic Development Office becoming a 'place to go' to obtain information on a variety of government services and agencies. This allows the federal government to avoid duplication of field offices as we provide the field economic development organization for Industry, Trade and Commerce and DREE where business development matters are concerned.

The main ingredient for success in this type of activity is good people. In planning and staffing our branch, we have made excellent progress. This brings us to the next stage of explanation of our program . . . ORGANIZATION.

To carry out our work, we have organized the branch into northern and southern areas and a network of regions. Each region has a Business Development and Tourism office staffed by a qualified Economic Development Representative and a secretary.

The office locations are as follows:

SOUTH: Region 1 - Medicine Hat  
          2 - Lethbridge  
          3 - Calgary Rural  
          4 - Lacombe  
          5 - Camrose

NORTH: Region 6 - St. Paul  
          7 - Edmonton Rural  
          8 - Edson  
          9 - Grande Prairie  
         10 - Peace River





The management and support staff are located in Edmonton with the exception of the North and South directors who are centred in Grande Prairie and Calgary respectively.

Superimposed on these regions are the project areas, headed by local boards and co-ordinators, supported by a Director of Projects and assisted by an Economic Development Representative.

The small business assistance section, while prepared to offer advice in all areas of the Province, is centered in Edmonton under the Director of Small Business. One business analyst, reporting to the Director is also located in the city.

Whom to call . . . .

R. H. (Ron) Blake  
Executive Director  
14th Floor, Capitol Square  
10065 Jasper Avenue  
EDMONTON, Alberta T5J 0H4  
Phone: 427-3685

J. K. (Jacqui) D'Amur  
Administrative Assistant

Mrs. Peggy Smith  
Secretary

#### Projects:

J. F. T. (John) Scott  
Director of Projects

T. J. (Tren) Cole  
Economic Development Representative - Projects

Miss Erin Laverty  
Secretary

#### Small Business:

W. J. C. (Bill) Stewart  
Director, Small Business Development



R. H. (Bob) McLeod  
Business Analyst

Mrs. Nora Jackson  
Secretary

#### REGIONAL OFFICES

Mr. R. C. (Ray) Pyne  
Director - South  
906 J. J. Bowlen Building  
620 - 7th Avenue, S.W.  
CALGARY, Alberta T2P 0Y8  
Telephone: 261-6284  
Secretary: Beverley Bosley

Mr. W. C. (Bill) McCallum  
Industry Development Co-ordinator  
906 J. J. Bowlen Building  
620 - 7th Avenue, S.W.  
CALGARY, Alberta T2P 0Y8  
Telephone: 261-6284  
Secretary: Donna Bohl

Mr. T. M. (Tim) Reynolds  
Economic Development Representative  
906 J. J. Bowlen Building  
620 - 7th Avenue, S.W.  
CALGARY, Alberta T2P 0Y8  
Telephone: 261-6284  
Secretary: Donna Bohl

Mr. E. E. (Earl) Dicknoether  
Economic Development Representative  
Provincial Building  
P.O. Box 2110  
LACOMBE, Alberta T0C 1S0  
Telephone: 782-6711

Mr. R. V. (Vaughan) Hullock  
Economic Development Representative  
#320, 770 - 6th Street, S.W.  
MEDICINE HAT, Alberta T1A 0G9  
Telephone: 529-3630  
Secretary: Gloria Filgas





Mr. N. A. (Neil) Wilson  
Economic Development Representative  
4909 - 48 Street  
CAMROSE, Alberta T4V 1L7  
Telephone: 672-4411  
Secretary: Denise Cerny

Mr. J. K. (Jeff) Motherwell  
Economic Development Representative  
740 - 4th Avenue, S.  
LETHBRIDGE, Alberta T1J 4C7  
Telephone: 329-5414  
Secretary: Elaine Allen

Mr. D. R. (Deane) Toews  
Director - North  
102 Provincial Building  
9905 - 100 Street  
GRANDE PRAIRIE, Alberta T9V 1B9  
Telephone: 532-2231

Mr. A. R. (Al) Harlton  
Economic Development Representative  
P.O. Box 1688  
ST. PAUL, Alberta T0A 3A0  
Telephone: 645-4475  
Secretary: Fran McGeein

Mr. G. G. (Graham) Winter  
Economic Development Representative  
P.O. Box 2490  
EDSON, Alberta T0E 0P0  
Telephone: 723-3343  
Secretary: Christine Armstrong

Mr. J. L. (James) Batt  
Economic Development Representative  
Provincial Building  
Bag 900  
PEACE RIVER, Alberta T0H 2X0  
Telephone: 624-6100  
Secretary: Peggy Harris



Mr. J. B. (Jack) Bunting  
Economic Development Representative  
14th Floor, Capitol Square  
10065 Jasper Avenue  
EDMONTON, Alberta T5J 0H4  
Telephone: 427-3685  
Secretary: Gail Jackson



## VIII. UNIQUE PROJECTS

### 1. Alberta Industrial Land Assistance Program

This program has been developed for implementation as a result of the interest which Alberta's rural municipalities have demonstrated in acquiring serviced industrial land. The program provides a means through which municipalities may purchase, service, and sell land to potential industry at the lowest possible cost.

The Alberta Industrial Land Assistance Program was developed in partnership with the Alberta Housing Corporation and is jointly administered. Approaches for support under the program may be made by municipalities to the Economic Development Representative in each region.

### 2. Mainstreet Improvement and Downtown Redevelopment

The Branch has assisted the Devonian Foundation in the implementation of the Mainstreet Improvement Program in Alberta's towns and villages. The success of this program is evidenced by the improved appearance of the main streets in many communities. Although the Devonian Foundation is terminating this program in 1978, Regional Development is at present studying the concept of Downtown Redevelopment as it is practiced in other Provinces so as to determine the degree of applicability to Alberta.

### 3. Computerized Accounting for Small Business

With the age of computer systems, the branch is studying the applicability of computerized systems for





small business. No firm plans have been made. However, the study at this time indicates that computer assistance can be a valuable tool for the small business community.





